

**REPORT TO THE TRUST BOARD: PART I**  
**30 JANUARY 2020**

<b>Title</b>	Progress Report People Plan
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**Purpose of the Report:**

To provide assurance to the Trust board and to update the Trust Board on the progress on the delivery against the Trust's 3-year People Plan and Equalities Plan.

**Summary of Key Issues:**

This paper updates the board on progress on delivering the Trust People Plan and the Trust Equalities plan. In terms of the Equalities plan the Trust have made progress in terms of most of the targeted areas:

- Gender Pay Gap
- The number of women receiving Clinical Excellence Awards (CEAs)
- Reduction in the representation of BAME staff in the disciplinary Process, and a more consistent approach in terms of actions issues across localities.
- An increase in the representation of BAME staff in senior leadership positions
- Improved metrics in terms of HR KPI, improved staff survey results in relation to staff experience, bullying harassment victimisation and discrimination.

**Equality Delivery Scheme 2**

In order to engage with staff across the Trust a number of focus groups have taken place and the Trust's submission is being compiled.

Staff Engagement, the trust staff survey closed on 29 November 2019 and the response rate has increased by 5% in 2019. High level results have been received. This report details the Trust most improved scores and worst scores. Results are embargoed until February 2020.

Statutory and Mandatory training compliance as of 10<sup>th</sup> January was 89.88% as the trust continues to maintain the level of compliance of 90% ±1% that it achieved in October.

We are preparing for our long service awards which will take place in the first quarter of the new year. We are finalising numbers and it appears to be in the regions of around 600 staff.

There are a number of organisational changes taking place. Affecting around 90 staff. A bulk of the staff affected are owing to a transfer into ELFT under the Transfer of Undertaking Protection of employment (TUPE) Legislation. However, there are no redundancies anticipated.

The Respect and Dignity at Work project continues with Phase 3 being the Through Someone Else's eyes events. Two sessions have been held in London with four more sessions to be delivered across the coming months.

Knife Crime project this work is progressing well and a number of workshops are being arranged in localities. We will shortly be promoting parenting classes which we will run for our staff.

The refurbishment of the first floor Alie Street is complete and the People & Culture, Performance, CQUIN teams have moved back in.

Neyber

We are continuing to promote Neyber to staff to increase the take up.

**Strategic priorities this paper supports (Please check box including brief statement)**

Improved patient experience	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff provide better patient care and outcomes.
Improved health of the communities we serve	<input checked="" type="checkbox"/>	We are taking a population health approach to staff wellbeing.
Improved staff experience	<input checked="" type="checkbox"/>	The approach to improvement sets out in this paper are designed to directly improve staff experience
Improved value for money	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff and more health and productive at work, and therefore contribute to value for money

**Committees/Meetings where this item has been considered:**

Date	Committee/Meeting
Various	Not previously discussed.

**Implications:**

Equality Analysis	The Trust's action plan is designed to improve equality through the reduction in variation between different staff groups.
Risk and Assurance	If staff are not engaged at work, there is a clear risk that patient care will be adversely affected.
Service User/Carer/Staff	As above, the work in this area is designed to improve staff experience. Evidence shows a clear link between staff experience and patient care.
Financial	Evidence shows that high staff engagement is strongly correlated with low sickness absence levels, which has a financial benefit to the Trust.
Quality	Evidence shows a clear link between staff satisfaction and patient care.

# 1. Background

1.1 Delivery of the Trust People Plan (formally the Workforce Plan) continues to progress well.

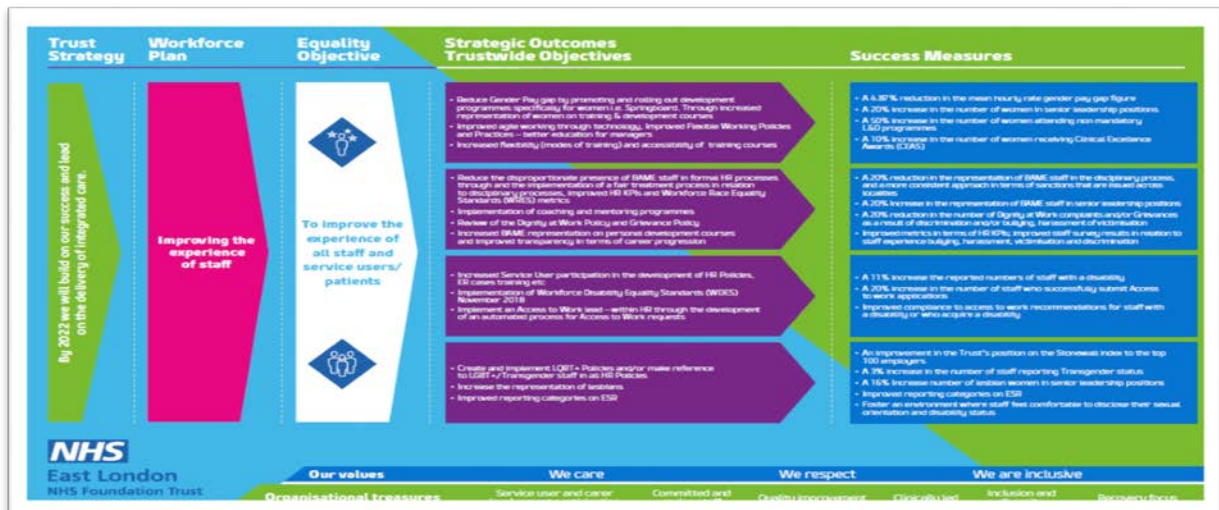


1.2 This paper sets out to provide assurance as well as a progress report on the delivery against the People Plan. The Trust's four key priorities are:

- Improved Population Health Outcomes;
- Improved Experience of Care;
- Improved Staff Experience;
- Improved Value.

# 2. Equalities and Diversity

2.1 In addition, this paper provides an update in terms of the progress against the Trust Equalities Plan 2018 – 2021



Equality Target	Progress against Target	Next steps
<b>4.87% reduction in the mean hourly rate gender pay gap figure</b>	<p>The Trust Gender Pay gap was previously 12.45% in 2017 and reduced to 11.54% in 2018 (submitted in March 2019).</p> <p>A reduction of 0.91% This year we are required to Report. CEAs under bonus payments. The gap between CEA is significant at 46% difference. This is likely because more women work part-time.</p> <p>Health Education England (HEE) have published a national Gender Pay Gap report and the Trust is in the top 15 London Trusts with the lowest gender pay gap.</p>	<p>2020 Gender pay Gap submission due in March 2020.</p> <p>2019 CEA round due in Spring 2020. The number of available points increases from 54 points to 61 in 2019/20.</p>
<b>20% Increase in the number of women in senior leadership positions</b>	See below.	

Number of Employees	Female 2018	Male 2018	Female % 2018	Male % 2018	Female 2019	Male 2019	Female % 2019	Male % 2019
Band 8a	333	124	72.87%	27.13%	358	127	73.81%	26.19%
Band 8b	106	41	72.11%	27.89%	100	45	68.97%	30.03%
Band 8c	56	21	72.73%	27.27%	60	23	72.29%	27.71%
Band 8d	14	21	40.00%	60.00%	17	18	48.57%	51.43%
Band 9	7	7	50.00%	50.00%	7	5	58.33%	41.67%
Medical And Dental	187	173	51.94%	48.06%	187	171	52.23%	47.77%
Non AFC Payscale	3	6	33.33%	66.67%	3	9	25.00%	75.00%
<b>Total</b>	<b>706</b>	<b>393</b>	<b>64.24%</b>	<b>35.76%</b>	<b>732</b>	<b>398</b>	<b>64.78%</b>	<b>35.22%</b>

Equality Target	Progress against Target	Next steps
<p><b>A 20% reduction in the number of Dignity at Work complaints and/or Grievances as a result of discrimination and or bullying, harassment or victimisation.</b></p>	<p><b>Nov 18</b></p> <p>Grievances 11</p> <p>Dignity at Work 10</p> <p><b>Nov 2019</b></p> <p>Grievances 32</p> <p>Dignity at Work 16</p>	<p>A new ER Case Tracker was implemented in 2019 so reporting is now more robust. The spike could be following the Trust's work on Respect &amp; Dignity. We also know that a number of complaints are linked to other processes such as disciplinary, sickness management and/or organisational changes</p>
<p><b>Improved metrics in terms of People &amp; Culture (P&amp;C) KPI, improved staff survey results in relation to staff experience, bullying harassment victimisation and discrimination.</b></p>	<p>We are doing a lot more reporting an triangulation of different data sets. We rolled out Go Engage in Summer 2019 and are getting more detailed metrics in relation to the Experience of staff. These metrics are reported at the Appointments and Remuneration Committee and the Board.</p>	<p>In 2019 a new Employee Relations (ER) case tracker was rolled out.</p> <p>Reporting on ER cases has improved, and cases are reported to Service Delivery Board (SDB), JSC, Appointments and Remuneration Committee and the Trust Board.</p> <p>Staff Survey results have been communicated via Local infographic and are being triangulated with other metrics such as FLU, ER data.</p>
<p><b>50% Increase in the number of women attending non-mandatory training / Learning &amp; Development (L&amp;D) programmes</b></p>	<p>April 2017 to March 2018 – Information is not available</p>	<p>April 2018 to March 2019 – 2289 female staff have attended non mandatory training.</p>
<p><b>A 10% increase in the number of women receiving Clinical Excellences Awards (CEAs).</b></p>	<p>40% of the CEAs awarded in the 2017 round were to women. In the June 2019 process (2018 round) 50% of the applications were from women and 49% of the points awarded were to women.</p>	<p>An increase of 9% in the number of awards given to women. This should increase further in the 2019/2020 CEA round. In addition, the number of available awards is estimated to increase from 54 awarded in 2018/19 to 69 awards in 2019/ 2020</p>

<p><b>A 20% reduction in the representation of BAME staff in the disciplinary process, and a more consistent approach in terms of actions issues across localities.</b></p>	<p>In the 2018 WRES submission the total number of disciplinaries was 74. White 18 (24%) BAME 56 (76%). The WRES submission showed BAME staff were 2.78 times more likely go through disciplinary processes compared to white staff.</p>	<p>In the 2019 WRES submission the total number of disciplinaries was 52. An overall reduction in the of cases for White and BAME staff.</p> <p>White 15 (28.8%) BAME 37 (71.5%). The WRES submission showed BAME staff were 2.44 times more likely go through disciplinary processes compared to white staff.</p>
<p><b>A 20% increase in the representation of BAME staff in senior leadership positions</b></p>		<p>In the WRES 2019 submission, the number of BAME staff in Bands 8-9 Non-Clinical has increased from 25.90% to 32.90%.</p> <p>The number of BAME staff in Bands 8-9 Clinical non-medical has increased from 27.52% to 29.06%.</p> <p>The 2019 WRES Trust Board figures illustrates an increase in BAME representation and ELFT's Board has been confirmed by NHS England as the most diverse in the country.</p> <p>Since the last submission, an advert for Reverse Mentors was placed for staff to mentor members of the Board. We have had 12 responses. Plans are in place to run a briefing session for mentors and mentees and we aim to commence in February 2020.</p>
<p><b>An 11% increase in the number of staff reporting a disability</b></p>	<p>See below.</p>	

Disability	April 2017- March 2018	Percentage	April 2018- March 2019	Percentage
Yes	418	4.52%	572	5.23%
No	7349	80.17%	8938	81.41%
Not Declared	1841	15.31%	1867	13.36%

Equality Target	Progress against Target	Next steps
<b>A 20% increase in the number of Access to Work applications.</b>	This data is not currently recorded	New guidance was launched in October 2019 at the ELFT Ability Conference.
<b>Improved compliance to access to work recommendations for staff with a disability.</b>	Data not currently recorded.	New guidance was launched in October 2019 at the ELFT Ability Conference.
<b>An improvement in the Trust's position on the Stonewall index to the top 100 employers,</b>	The Trust's Stonewall positions have been as follows: <ul style="list-style-type: none"> <li>• 2018 – Rank overall 159</li> <li>• 2019 - Rank overall 185, Rank in sector – 21</li> </ul>	2020 – To be announced in late Jan/early Feb 2020.
<b>A 3% increase in the number of staff reporting transgender status.</b>	January 2019 to December 2019 – 1 Bank employee reported as Transgender	January 2018 to December 2018 – 1 Bank employee reported as Transgender
<b>A 16% increase in the number of lesbian women in senior leadership positions</b>	This work is in progress.	This work is in progress.
<b>Improved reporting in categories in ESR</b>	This work has not yet progressed.	This work has not yet progressed.

Number of Substantive Female Employees	2018	2019	Number of Bank Female Employees	2018	2019
<b>Band 8a</b>	<b>333</b>	<b>358</b>	<b>Band 8a</b>	<b>11</b>	<b>14</b>
Bisexual	4	5	Bisexual	0	0
Gay Or Lesbian	6	4	Gay Or Lesbian	0	0

Number of Substantive Female Employees	2018	2019	Number of Bank Female Employees	2018	2019
Heterosexual or Straight	266	293	Heterosexual or Straight	9	13
Not Stated	57	56	Not Stated	2	1
<b>Band 8b</b>	<b>106</b>	<b>100</b>	<b>Band 8b</b>	<b>3</b>	<b>4</b>
Bisexual	0	1	Bisexual	0	0
Gay Or Lesbian	4	5	Gay Or Lesbian	0	0
Heterosexual or Straight	84	80	Heterosexual or Straight	2	3
Not Stated	18	14	Not Stated	1	1
<b>Band 8c</b>	<b>56</b>	<b>60</b>	<b>Band 8c</b>	<b>0</b>	<b>0</b>
Bisexual	0	0	Bisexual	0	0
Gay Or Lesbian	1	1	Gay Or Lesbian	0	0
Heterosexual or Straight	45	49	Heterosexual or Straight	0	0
Not Stated	10	10	Not Stated	0	0
<b>Band 8d</b>	<b>14</b>	<b>17</b>	<b>Band 8d</b>	<b>1</b>	<b>1</b>
Bisexual	0	0	Bisexual	0	0
Gay Or Lesbian	0	0	Gay Or Lesbian	0	0
Heterosexual or Straight	11	14	Heterosexual or Straight	1	1
Not Stated	3	3	Not Stated	0	0
<b>Band 9</b>	<b>7</b>	<b>7</b>	<b>Band 9</b>	<b>0</b>	<b>0</b>
Bisexual	0	0	Bisexual	0	0
Gay Or Lesbian	0	0	Gay Or Lesbian	0	0
Heterosexual or Straight	5	5	Heterosexual or Straight	0	0
Not Stated	2	2	Not Stated	0	0
<b>Medical And Dental</b>	<b>187</b>	<b>187</b>	<b>Medical And Dental</b>	<b>0</b>	<b>0</b>



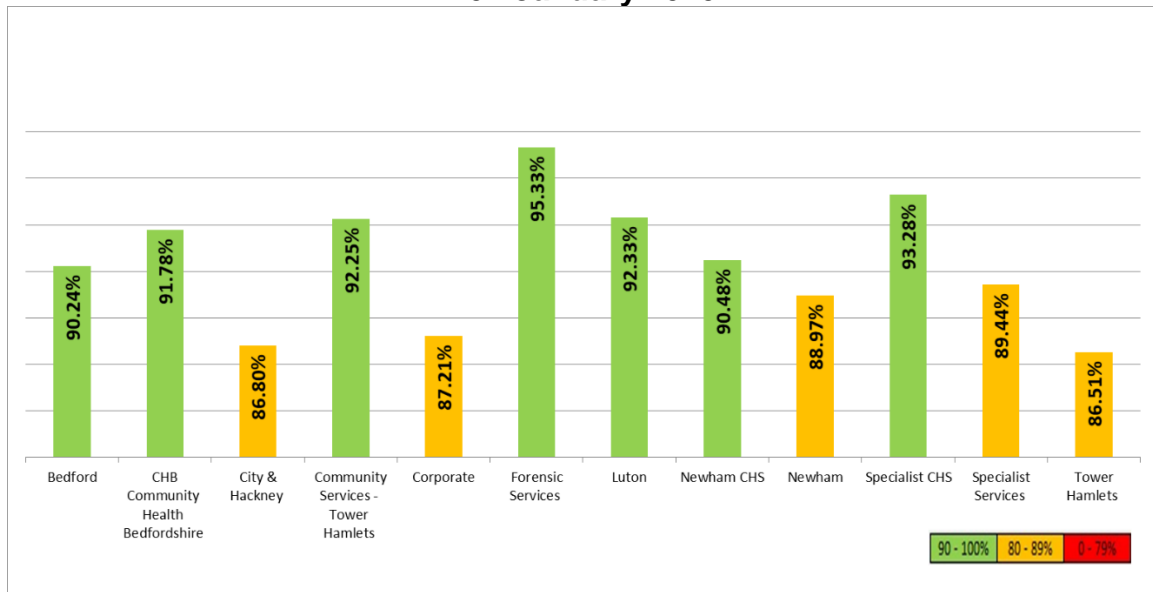
Number of Substantive Female Employees	2018	2019	Number of Bank Female Employees	2018	2019
Bisexual	2	1	Bisexual	0	0
Gay Or Lesbian	5	4	Gay Or Lesbian	0	0
Heterosexual or Straight	147	149	Heterosexual or Straight	0	0
Not Stated	33	33	Not Stated	0	0
<b>Non AFC Payscale</b>	<b>3</b>	<b>3</b>	<b>Non AFC Payscale</b>	<b>0</b>	<b>0</b>
Bisexual	0	0	Bisexual	0	0
Gay Or Lesbian	0	0	Gay Or Lesbian	0	0
Heterosexual or Straight	3	3	Heterosexual or Straight	0	0
Not Stated	0	0	Not Stated	0	0

<b>Foster an improvement where staff feel comfortable to disclose their sexual orientation and disability status.</b>	TBC	To complete a Trust census for 9 protected characteristics in 2020 and encourage staff to disclose their data.
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### 3. Statutory & Mandatory Training

- 3.1 There is a continued focus on the delivery of a statutory and mandatory training provision and the reporting and assurance that is required for the Trust. In December 2019, we achieved the overall Trust target of 90% in October and have maintained this level  $\pm 1\%$  since that time. There is now confidence in the robustness of the data as all staff have been re-mapped correctly. We are also producing real time weekly and monthly compliance reports to services.
- 3.2 We are now reviewing the capacity of the classroom delivery activity with the subject matter experts from around the trust to build a programme of activity for 2020.

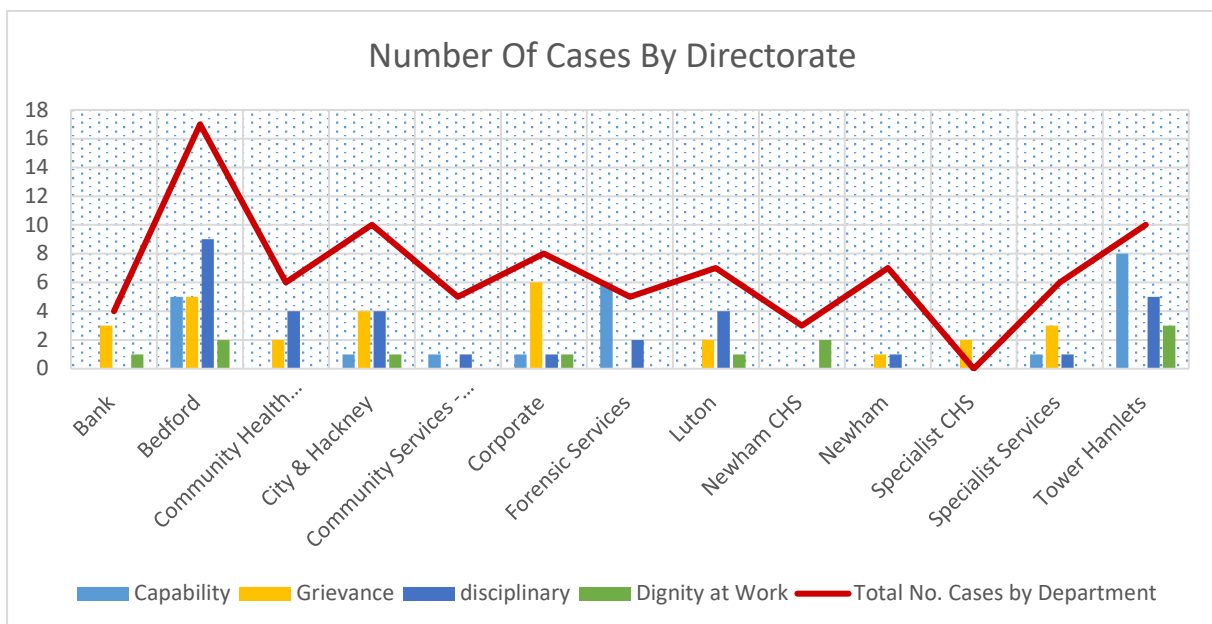
## Weekly Statutory & Mandatory Training Compliance Report 10<sup>th</sup> January 2020



### 4. Staff Engagement

- 4.1 The 2019 National Staff Survey closed on 29 November and our final completion rate was 53%. This is a 5% increase on the 2018 results and the average for similar organisations being 51%
- 4.2 We have now received the results from the survey which are embargoed until mid-February when all Trusts are allowed to share the information externally
- 4.3 Over the coming weeks the P&C team will review the results against existing projects and work with localities to create actions plans to deliver trust wide and local initiatives

### 5. Employee Relations



- 5.1 The current level of ER activity has reduced from 1.61 per 100 employees to 1.51 in December 2019. We are now beginning to triangulate ER activity by locality with other data such as staff survey response rates, flu take up rates as well as other metrics. In terms of suspensions, at present 3 employees are suspended from the Trust for reasons relating to: Inappropriate relationship, Alcohol Abuse and Fraud.
- 5.2 In terms of Employment Tribunal proceedings, there are 9 as well as one county court claim and two Pension Ombudsmen's complaints.

## 6. Long Service Awards

- 6.1 We have identified c.600 staff who qualify for a long service award. The Trust has made the decision to honour all NHS service and not just Trust service, as do most organisations.
- 6.2 Each employee will receive a pin badge, a certificate and a personalised card from Dr. Navina Evans. In addition, staff have the option to attend a photo shot with the Chief Executive Officer.
- 6.3 In terms of the awards they will be disseminated as follows:
- Gold – 40 years' service;
  - Silver 30 Years' Service;
  - Bronze 20 years' service.
- 6.4 A sample of the badge and certificate can be seen below.



## 7. Organisational Changes

- 7.1 There are 90 people affected by organisational changes which range from transfers into ELFT under the Transfer of Undertaking Protection of Employment legislation (TUPE), closure of a ward and relocation and or change of work base or working hours. Whilst there are 90 people affected by changes, there are no anticipated redundancies.
- 7.2 The 59 of the TUPE transfers are in a GP practice and we are completing the due diligence. One of the early indicators are GP recruitment challenges and the number of locums and we are implementing additional resources to manage this demand.

## 8. Organisational Changes

Organisational Change – Title/Service	Type of change i.e. TUPE in or out /Transformation	Number of staff affected	No of staff at risk	Actual Redundancies if known	Summary of the change i.e. reason
Thames House Ward	Closure of ward	20	19	0	Closure of ward to take place in Feb/March (actual date not yet confirmed). All staff have been met with and we are confident we can slot everybody in to suitable roles (based on their preferences) and don't envisage any redundancies
Move from Woburn Court to John Bunyan House	Relocation	1	N/A	N/A	Change of base for the Complex Care, Warfarin and Beds Manager from Woburn Court to John Bunyan House. Consultation ended 27/12/2019. Move to commence 10/01/2020.
Mental Health Law	Relocation of work base of East London teams and organisational change	8	4	0	Change of base for Mental Health Law East London Offices to one base in Tower Hamlets. Creation of band 6 post and reduction of 1 x Band 5 Mental Health Law Supervisor post.
Bedfordshire Community Services	Change of base and change to working pattern to including on call and weekend working.	2	0	0	Change of base and job role for 2 Occupational Health Therapist. Consultation ended on 31/12/19.
Leighton Road GP Practice	TUPE Transfer in	59	0	0	TUPE transfer into ELFT effective 1.2.2020.

## 9. Respect & Dignity at Work

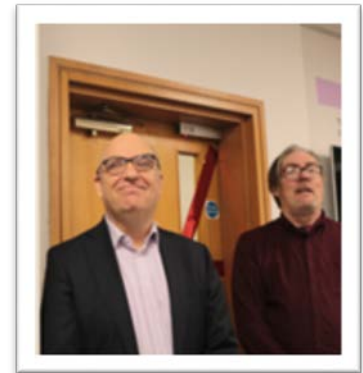
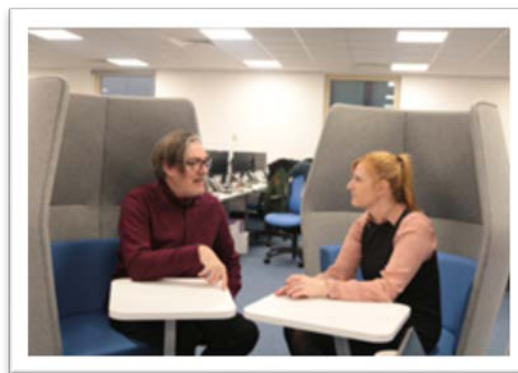
- 9.1 The second Through Someone Else's Eyes session ran on the 19<sup>th</sup> November 2019 and was attended by around 40 managers. Two more sessions are scheduled on the 6<sup>th</sup> March (Bedfordshire), and 3<sup>rd</sup> April in London. Two more dates are to be scheduled.

## 10. Let's talk about knife crime, gangs and country line

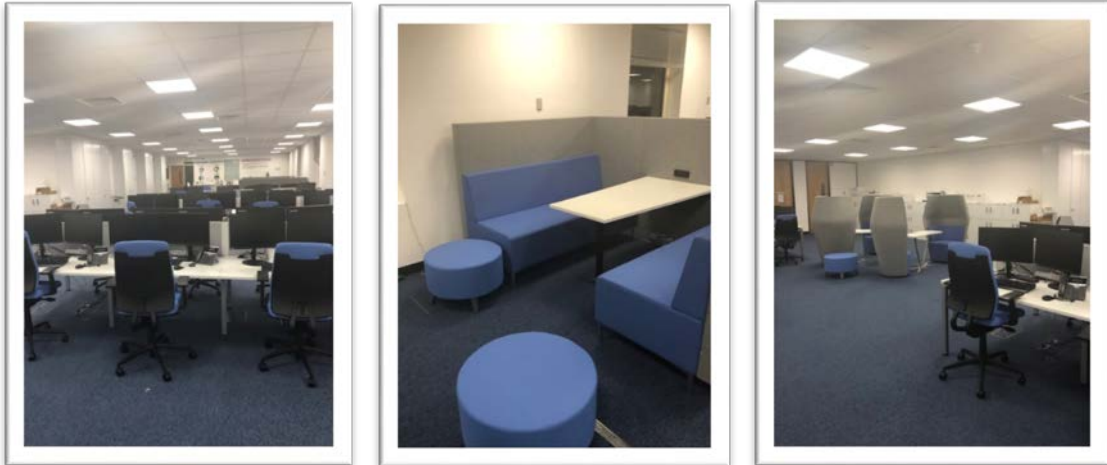
- 10.1 We have appointed a part-time project officer on the bank to run the project. A series of workshops have been arranged and the training courses start in February 2020. It's a twelve-week course for up to 2 hours a week and will be run outside of working hours to enable staff to attend without having to explain or trying to get time off.

## 11. People & Culture - Agile Working

- 11.1 The refurbishment of the 1<sup>st</sup> floor at Robert Dolan House is complete, and the new offices look impressive. The grand opening took place on 6 January 2020 with Ade Curwen a Service User who has worked closely with People & Culture over the last year, Ken Batty, Non-Executive Director and Lucy Ingle People Business Partner – who project managed the project.



- 11.2 The transition went smoothly, and the feedback was positive from colleagues that were affected. We are working through a proposal for phase 2, to reconfigure the 9<sup>th</sup> floor of Charter House to free up space for services in return for desk space out in the locality for People & Culture staff to be more agile in Luton and Bedford.



## **12. Finance Benefits for staff – NEYBER**

- 12.1 We launched the benefit in July 2019. So far 129 staff have set up profiles savings accounts and we are set to undertake more communications to increase the take up, with a view to rolling out loans in July 2020.

## **13. Equality Delivery System EDS2**

- 13.1 A number of focus groups have been undertaken and we are in the process of collating the Trust submission. An update will go to Appointments and Remuneration Committee and then will be brought to the next board.

## **14. Freedom to Speak Up Guardian report**

- 14.1 From 1st Oct-31st Dec 2019 there were 43 cases reported to the Freedom Speak up Guardian. A higher number of patient safety than usual was raised during this reporting period. There were 23 concerns raised about patient safety/ quality which were a collective concern from two localities.
- 14.2 10 cases are related to Bullying / Harassment and 12 cases are in regards to processes/ structure within services. Lessons and feedback on cases are also shared locally directly or via the service directors, through team meetings and face-to-face meetings.
- 14.3 The table below shows the broad themes of concerns raised to Freedom to speak as categorised by the National Guardian Office. The Trust has added a third table to reflect processes/ organisational structure as sometimes concern themes falls within this category. (Please note that one concern raised might meet more than one theme).

Month	Number of cases raised to Freedom to speak up	Themes of concerns		
		Element Patient safety/ Quality	Element of bullying and harassment/ behaviour	Processes/ organisational structure/others
<b>October</b>	<b>16</b>	<b>6</b>	<b>5</b>	<b>7</b>
<b>November</b>	<b>23</b>	<b>17</b>	<b>3</b>	<b>2</b>
<b>December</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>Total</b>	<b>43</b>	<b>23</b>	<b>10</b>	<b>12</b>
Anonymous concern	<b>0*</b>			
Suffered Detriment	<b>0</b>			

\*There continues to be an increase in the number of cases raised to Freedom to Speak up Guardians and Ambassadors. It is positive to announce that the percentage of anonymous cases has gone down to 7 cases in 2018/19 compared to 13 cases in 2017/18.

- 14.4 A collective group of staff from the Extended Primary Care Team in from Newham continue to raise concern about the difficult level of staff turnover; taken together with a heavy workload which they fear poses significant risks concerning clinical outcomes, work-related stress and service sustainability. These concerns are being looked at by the Directorate leads to ensure adequate support is provided the team and ensure safety of the service. The concerns have also been escalated to the appropriate executives to ensure they are aware of the risk and provide appropriate management.
- 14.5 Collective concerns raised from the Luton Older Persons CMHT about the safety of the service provided. This was escalated to the senior leadership and the staff were vocal in raising their concern. Positive feedback received from team about encouraging changes within the services which has helped to address the concern from staff. A change in management structure has also contributed to the change. Team also reported that direct feedback from assistant director was positive as it gave the team a sense of being listened to and team feeling reassured about actions taken.
- 14.6 The lesson learnt from the Luton Older Persons CMHT is that encouraging staff to speak up openly and senior leaders giving feedback directly to staff is in the best interest of the Trust as it helps to deliver the highest quality of care possible and make it possible for teams to be open about speaking up when something is not right.

## 15 Action being requested

- 15.1 The Committee is asked to **RECEIVE** and **DISCUSS** the report.